

Economics Legislation Committee
ANSWERS TO QUESTIONS ON NOTICE
Industry, Innovation, Science, Research and Tertiary Education Portfolio
Budget Estimates Hearing 2012-13
28 and 29 May 2012

AGENCY/DEPARTMENT: DEPARTMENT OF INDUSTRY, INNOVATION, SCIENCE, RESEARCH AND TERTIARY EDUCATION

TOPIC: Leadership 21 - course outline

REFERENCE: Question on Notice (Hansard, Tuesday 29 May 2012, page 47)

QUESTION No.: B1-86

Senator CAMERON: You may have to take this on notice: what qualifications do these Mt Eliza trainers have?

Ms Urquhart: In general, the full suite of management qualifications. They are tutors taken from Mt Eliza and the Melbourne Business School, although it is important to note that this course has been modelled on two courses overseas—one in the United Kingdom, at Lancashire university and another in New Zealand—both of which were considered best practice on—

Senator CAMERON: That does not fill me full of enthusiasm, I must say.

Ms Urquhart: They have great reviews in terms of what they were able to deliver for management and leadership skills in specifically SME owner-managers. They are our clients and those are the people for whom we are trying to design the best course we could possibly provide. So, between ourselves, those learnings from overseas, the learnings of the business advisers who have been working with companies since 2008 and for whom, consistently, leadership and management skills are raised as being the great challenge facing our clients, the end result has been a course that we are pretty satisfied is deliberately targeting the needs of that particular type of manager.

Senator CAMERON: I am always worried about UK management being used as the model for anything. I do not know about New Zealand, but certainly the UK. Is there a course outline that you could table or provide?

Ms Urquhart: I am sure we could provide you with an overview of the course.

Senator CAMERON: Do you know what is in it?

Ms Urquhart: Yes.

Senator CAMERON: Can you tell us?

Ms Urquhart: I cannot speak to it specifically, but the course does take the participants through what you might expect to be normally addressed, but it is the way in which it is done that is quite different. So rather than it being a course built around a set of assessments and examinations, the business owner-managers take the business review that they have completed with our business advisers into the course and they work on the content of that business review and its recommendations at the same time as addressing the leadership skills that—

Senator CAMERON: It might just be me—I have had a busy time, Ms Urquhart—but I am none the wiser.

Dr Zelinsky: There are basic management capability theory elements to the course as well as then how they improve their management capability in their individual firm. So that covers a range of business operation type activities. It also covers how you manage

your people. It also has a leadership component to it. But, you are right, Senator: it is probably best if we take that on notice and give you a copy of the course outline.

Senator CAMERON: I would be happy with that. We can maybe take this further next time. That would be handy. Thank you for your valiant effort, Ms Urquhart. When you talk about management training it is a problem from time to time.

Ms Urquhart: We will get you more detail, Senator.

ANSWER

The Leadership 21 course is aimed at business owners and senior managers of small and medium sized enterprises (SMEs). It focuses on management and leadership skills and leaves the participant with a practical set of frameworks and tools designed specifically for the needs of owner-managers, which they can use in their business. Leadership21 combines basic management theory with practical implementation projects drawn from the Enterprise Connect Business Review.

The course is delivered over nine months. Participants are required to be away from their business a total of 10 days, over four residential workshops.

The content of the first workshop covers:

- setting up a group learning system;
- leading in a business – understanding personal leadership and learning style;
- business simulation – understanding systems thinking and decision making;
- fundamentals for business excellence; and
- identifying a Better Business Project and a Personal Leadership Challenge.

The content of the second workshop covers:

- creating a strategic plan;
- best practices for developing a shared strategy;
- essential financial drivers for a successful business;
- using financial analysis to understand a business; and
- mining the current business for better performance.

The content of the third workshop covers:

- executing a business strategy – making it happen;
- managing business growth;
- understanding the blockers to and enablers of successful change;
- having difficult conversations; and
- matching leadership style to the situation.

The content of the fourth workshop covers:

- innovation and decision making (simulation);
- exploring the global perspective;
- vision and communication; and
- small group presentations.

Between these residential workshops participants are expected to implement their learning in their businesses and observe the outcomes through Learning Groups. Learning Groups are formed by dividing participants into small groups that work together over the course of the nine months to support and advise each other as they develop and

execute their 'Better Business Project'. Each group is supported by a qualified business coach and meets a total of six times over the course of the program.

The 'Better Business Project' is an exercise where participants work on the things that will make them and their business even more successful. Over the course of the exercise, participants work directly on their businesses, to analyse current position, identify opportunities and challenges, and develop and execute a clear business improvement strategy.

Participants also receive five one-on-one executive coaching sessions focusing on supporting participants to develop greater confidence as business leaders, capable of executing the strategies that will move their businesses forward. The first two sessions occur before the first residential workshop, and the other three between each workshop.